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ABSTRACT

This book, for students returning to Russia after study in the United States, contains practical suggestions on looking for a job and writing resumes, information on the job market in Russia, advice from returned graduate students, and statistical data about Russian students studying in the United States. It also profiles companies that have expressed an interest in hiring Russian students after study abroad. Introductory material includes messages from leaders of the American Chamber of Commerce in Russia and the Institute of International Education. Section 1 is on the job search. Subsections cover planning and setting goals; the job search while still in the United States and after returning to Russia; practical tips for the job search; and reentry and readaptation in Russia. Section 2 offers advice for returnees, including a Russian labor law primer, a profile of the booming finance market, and advice from former students. Section 3 presents one-page profiles of 24 companies, with information on field of business, company headquarters address, number of employees in Russia, number of employees worldwide, desired qualifications/skills of job applicants, practical and formal training offered, and contact person. A final section describes the American Chamber of Commerce in Russia and the Institute of International Education. (DB)

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ED 423 746

The 1998 Career Guide for Russian Graduates of American Universities

Returning to Russia

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Returning to Russia

The Career Guide for Russian Graduates of American Universities

1998

Second Edition

Published by:
The American Chamber of Commerce in Russia
with The Institute of International Education (USA)

Designed by Nick Popov, OMNI Marketing

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American Chamber of Commerce in Russia

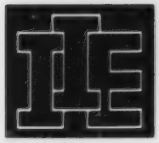
I am pleased to direct this message to you as you prepare to return to Russia. You have finished your education at a unique time in your country's history and you are well prepared to help Russia meet its unparalleled potential. While Russia's workforce is known worldwide to be well-educated and technically adept, historical circumstances have caused a shortage of employees who can meet the rigorous requirements of conducting international business. As graduates of American universities, your education, training and experience have given you the skills you need to succeed in such an environment. Not only do you yourself face a bright future, you will also play an important role in your country's future as you take part in the rehabilitation of Russia's economy and its reintegration into international markets.

Motivated and intelligent returnees will not have difficulty finding employment in Russia's vibrant economy. But the goal of this book is not just to help you find any job. Rather, it is to assist graduates find the right employment — a position that fits the individual's personal interests, abilities and aspirations. This benefits both the employee and the employer, as businesses benefit most when employees feel rewarded and challenged by the work they do.

As AmCham's president, I am familiar with the work of many of the companies whose profiles you will find in this book, and I am confident these companies offer especially rewarding and challenging work. They are worthy of your serious consideration as you contemplate the start of your business career.

You have already accomplished much, and greater challenges and successes still await you. On behalf of AmCham's member companies, I congratulate you on the completion of your studies, welcome you back to Russia and wish you every success in your career.

Scott Blacklin
President, American Chamber of Commerce in Russia



Dear Reader,

The Institute of International Education is pleased to collaborate with the American Chamber of Commerce in Russia to present the second edition of "Returning to Russia."

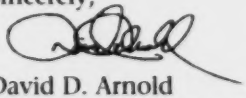
This book, along with many other IIE programs, helps prepare men and women around the world to participate in the development of market economies and civil societies in their home countries. The employers listed in this book offer promising young people the opportunity to utilize back home the skills they have gained during their study abroad. Many of these companies are profiled in the book for a second year, demonstrating their strong interest and commitment to hiring Russian citizens educated in the United States.

"Returning to Russia," as a joint project of IIE and the American Chamber of Commerce, reflects our long-standing collaboration with international businesses in the communities where we work around the world. The Institute believes that cooperation with the business sector is an integral step in building the human resources necessary to face the challenges of the future.

IIE is proud to have had the chance to work in Russia and the Newly Independent States on a wide variety of issues such as energy training, rule of law, and entrepreneurship. We are especially pleased to be able to work in tandem with local partners and other U.S.-based nonprofit organizations to provide academic advising to students and to provide quality educational experiences that will help you, the citizens of Russia and the Newly Independent States, fully participate in the global economy.

It is our strong belief that after living and studying abroad, you will bring home with you not only newly developed skills, but also a spirit of open-mindedness, cross-cultural understanding and an appreciation for the world's diversity. We hope this book will be helpful to you and will provide you with a confident first step as you are "Returning to Russia."

Sincerely,



David D. Arnold
Acting President, The Institute of International Education

Dear Reader,

Welcome home to Russia and welcome to "Returning to Russia"! We hope that this book will be useful as you contemplate your career goals and steps you will need to take to find a suitable job when you return home.

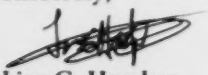
The fact that this book exists is proof that employers in Russia are interested in you and your return home. This second edition of "Returning to Russia" was produced with the support of the companies whose profiles and advertisements appear in the book. It is our hope that those companies will be good points of contact for you during your job search.

This book has several sections. After these introductory letters, you will find a series of articles on preparing yourself for and conducting a job search. The material that appears in those articles was adapted for Russia from IIE's "Foreign Student Resources Guide for Home Country Employment." You will also find an article on aspects of Russian labor law, an essay from a graduate student who studied in the United States and returned home to Russia, and an article from a professor of finance about job opportunities in that exciting sector. We hope that these articles will help you as you plan your job search.

The second section consists of profiles provided to us by 24 companies that are sponsors of the book. We are particularly pleased to have a broader selection of profiles for this second edition of the book. The profiles will tell you about the companies as well as descriptions of qualifications they will be looking for when they hire new employees.

Again, I hope that "Returning to Russia" will help you find the career you have been preparing for. As with our first edition, we would be particularly grateful to you, our readers, if you tell us about ways we could improve the book in future editions.

Sincerely,



Lisa C. Hayden
Director, IIE/Moscow

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Tel. (7 501) 258 50 50 Fax (7 501) 258 50 51, E-mail: john.holmes@cliffordchance.com

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Congratulations on the education and experience you've gained abroad, and welcome back. Please contact us and perhaps your contribution to the exciting and profitable times ahead in Russia will be in association with Clifford Chance.

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Ul. Ryleeva 18, Office 22
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KELLY SERVICES

The Job Search

1. Getting Started: Planning and Setting Goals

Sitting Down to Think: Some General Questions About You

Before you begin your job search, it is important to think through how you may have changed, and what those changes could mean for your personal and professional goals. Try to recall the original goals you had for going overseas to study. They helped to get you where you are now. Did you make these goals yourself, or were they made for you by your parents, your employer, or someone else?

Are these original goals for your professional future still valid? Or, on the basis of your experience abroad, have you consciously or unconsciously established new goals for the next stage of your life?

It is always helpful to be as explicit as possible in defining your professional goals. The clearer you are about where you want to go, the more likely you are to get there.

What to Write

It's often useful to write down on paper, rather than thinking casually to yourself, your answers to some questions. There are no right or wrong answers: be honest with yourself and force yourself to be as specific and detailed as possible. No one other than you needs to look at your answers unless you ask them to!

Think about each of your words until they all feel just right. On the paper will be important clues about how you feel about your transition back to Russia and your transition from university life to the work place.

You may want to look again at this piece of paper after you have returned to Russia. You may then look back to see how you have change as a result of the re-entry process over two or three years time. You may find that you have focused on long-term goals for your professional life over the next decade or two. Or perhaps you will still have an open and unresolved set of professional goals. Another alternative is that you have clear career goals, but that you can not accomplish them in Russia. But for now, the answers to these questions reflect your self-knowledge and form the foundation for your approach to the completion of your studies and your search for employment on the strength of your academic accomplishments.

Self-Assessment

- What were your original goals and expectations for study abroad before you arrived in the U.S.? Do you feel you have succeeded in accomplishing them?
- In what ways have you changed as a person as a result of living and studying abroad? Which of these changes are you happy with? Are any problematic for you?

Career Goals and Expectations

- Has your image of your professional career changed? How? And to what do you attribute this change? Is the image of that career changing in Russia? Has it stabilized for you?
- What knowledge and skills have you acquired while in an overseas university? How do you see using and developing these skills further in your professional life in Russia?
- Is there demand for your knowledge and skills in Russia? Are there people in these positions in Russia that are doing things you would like to be doing in five or ten years?
- What aspects of Russian life have you missed most while you have been away?
- When you envision returning to Russia, what things provoke anxiety, and keep recurring in your thoughts about home?
- What things do you expect to be most pleasurable about returning? What things do you expect to be most frustrating? How do you expect to deal with them?
- What images and expectations might be placed on you by family, friends, and potential employers because you have studied in the U.S.?
- What is the time frame in which you expect to have secured employment back in Russia? How much time can you give yourself to find the right job for you?

After a long stay abroad, many international students enthusiastically anticipate returning home to their family and friends and familiar cultural settings. They tend to expect a smooth transition home.

Most people get through it successfully, of course. Yet most will also say that there were more difficulties than they had expected in trying to fit back into an old niche — or to find a new niche — in their home societies. How could going home be difficult for you after having adjusted to life and study abroad?

Thinking through the potential difficulties BEFORE returning to Russia can ease the transition and assure that you get the most professional and personal benefit from all the effort you have put into your study in the U.S. The more aware you are of the dynamics of "reverse culture shock" caused by re-adjusting to Russia, the more your energy can be focused on a successful and efficient job search.

2. The Job Search Before You Return

Once self-assessment is underway, it's easier to explore the professional fields of your interest. A two-phase process is often helpful. The first phase involves networking and gathering information. This involves studying prospective organizations and contacting key professionals who have information about and personal contacts with these organizations.

The second phase is the actual pursuit of specific leads for job openings. The more effort you make in the networking phase, the more successful you are likely to be in the actual search for available positions back in Russia.

Phase I: Networking and Information Gathering

A thorough, successful job search begins by developing a network of individuals and organizations in your "second country" long before your departure for Russia. Simultaneously, you should try to stay informed of current trends and developments in the country and develop contacts with influential individuals in your field at home. Electronic mail and listserves make this easier and less expensive for students now than it has ever been!

Successful networking includes establishing contacts with individuals in various positions in your field of interest. They might directly or indirectly assist in your job search. The intent behind networking should be to educate yourself about the needs and opportunities in your field in Russia and to make yourself known to influential individuals who have the power to hire or recommend you for a job.

Good networking consists of several steps:

- Researching options realistically available to you, both the kinds of organizations and the types of positions in them.
- Seeking leads and contacts through campus connections, professional societies, and Russian acquaintances.
- Requesting informational interviews to meet with people in organizations that might interest you. Such interviews are intended for you to gain insight and visibility in your field, not to seek specific employment positions. At least not immediately!
- Attending these interviews prepared with knowledgeable questions and focused concerns.

- Sending follow-up thank you letters — by traditional mail — to people who meet with you.
- Deciding whether there is value in staying in touch with each contact.

Information gathering can be divided into three resource categories: resources available on your campus, resources oriented toward Russia, and resources of the professional world. Your realm of contacts and leads will be most extensive and your job search most thorough if you explore the resources in each separate category.

Resources Available on Your U.S. Campus

Libraries. The libraries on your campus and in your city are invaluable — and frequently untapped — sources of information in the job search. In many university libraries you will find magazines, journals, and newspapers that enable you to stay aware of events in Russia and elsewhere in the region. Directories are usually available that provide descriptions, addresses, and phone numbers of international commerce and trade organizations (like the American Chambers of Commerce), and U.S. firms with affiliates in Russia that may be useful to you in your job search. A wealth of information is there for the using if you take the time to seek it out.

Don't forget to make use of the reference librarians! Often the information you will be looking for is catalogued within a rather complex filing system. Instead of giving up in frustration, ask for assistance. Materials are probably available that you are not even aware exist.

Faculty and Academic Advisers. Make the most of your academic advisers and other faculty members in your department. Although many professors and staff members are willing to be of assistance, it is the student's responsibility to initiate the advisory process. Don't be shy! Seek advice on how to focus your studies most directly toward your professional goals in Russia's job market. Begin to review your academic and career goals with an adviser at an early date and continue to see that person from time to time throughout your stay at the university. Remember, it is up to you to develop skills and knowledge that will be marketable in Russia. Besides providing academic advice, faculty members — especially those who know Russia or who work on projects that involve Russia — might be able to help you locate and initiate contacts with local profes-

sionals who share your academic and professional interests. Remember, it is quite likely that these professionals will be eager to learn about your perspective as a student from Russia.

Professors from your department can also be key sources of information about conferences and seminars in your field. Academic departments are often supportive of their students attending such events and may even arrange inexpensive transportation, lodging, and student participation fees. Lastly, you should constantly be alert for faculty members, both from your department as well as from related fields, who have connections with universities, government departments, and research organizations from Russia that keep them informed of recent projects in Russia. They may also provide valuable contacts for you as you prepare to re-enter the Russian job market.

Foreign Student Advisers. Make the most of your Foreign Student Advisers. They can provide you access to other students from Russia, lists of alumni based in Russia, re-entry materials and advice, and programs specifically oriented toward foreign students on such subjects as home country employment and "re-entry shock." You should know your Foreign Student Adviser from the earlier phase of entering your university. It is good to re-establish contact as you begin the next transition of leaving the university.

Career Centers. Remember, your Career Planning and Placement Center is for your use! Although these centers often have limited resources pertaining to employment abroad, there is increasing recognition of the needs of foreign students. It is worthwhile to use the centers to search out specific information on Russian employment, as well as to make use of the resources available for American students. Seek information on overseas firms with operations in Russia and on recruitment firms that assist foreign nationals. Inquire about any events on campus that pertain to foreign student home country employment.

A career services center will typically provide individual career advice workshops and programs and a career information library that includes job listings, employer information sources, and scheduling of interviews with potential employers. This office should also have listings of summer jobs related to your field of interest. If none is available in your major, ask a career counselor to assist you with strategies for finding summer employment in your field.

Co-operative Education. Find out whether a co-operative education program exists on your campus. These programs endeavor to place students in paid and unpaid practical training employment positions in the professional field of their choice. If your campus has a co-operative education program with an international division, it may be able to 1) provide you with a local firm that operates in Russia while you are still attending school or 2) arrange for a work experience in Russia. This second option might involve working for a company that would send you to Russia for a six-month work period. You would then return to school to complete your studies. Usually, travel expenses as well as salary are paid.

If no international program is available, a co-operative education program could still assist you with practical training while you are in school. A successful work experience would increase your practical abilities in your field and enhance your changes of full-time employment with that particular firm or similar companies in the future. Be aware that in the U.S. you forfeit the possibility of post-degree training if you participate in a pre-completion co-operative education program for six months or more. However, most regulations expand the possibilities for foreign students to work off campus after their first year in schools.

To determine whether there is such a program on your campus, contact the career planning and placement center and/or the academic dean. If the co-operative education program you contact is not familiar with the home country employment option, request information as to how to contact the state organization or another co-operative education program with an international orientation.

Internet Resources. More and more information about Russia — including Russian language World Wide Web (WWW) homepages — is now available over the Internet. It is worth searching the World Wide Web to find several kinds of information: 1) descriptions of organizations and companies that work in Russia, 2) databases of jobs available in Russia, and 3) helpful suggestions on conducting your job search.

If you have your own e-mail address, be sure to ask your professors if they have information on listserves that send regular messages about your field. Currently there are listserves that post information about new developments in Russia, jobs in various fields, and firms and organizations that work in the region. Be sure to

check with faculty members in your university's Russian department. Again, networking can bring you a great deal of valuable data.

Here are some WWW sites that can give you access to job opportunities or career advice. At press time, these were some of the best that we've seen.

http://www.interfax-news.com/Links-Events/links.html
(This Interfax list of links includes some sites that have job listings.)
http://www.friends-partners.org/~ccsi/jobs/russlink.htm
(This WWW site includes job postings)
http://www.moscowtimes.ru/job_opportunities.html/
(The Moscow Times site has job opportunities postings)
http://www.hro.ru/en/db/jobs/index.html/
(This site posts jobs)
http://www.cep.yale.edu/listproc/mailinglists.html
(You can sign up for a listserve of job opportunities from this site.)
http://www.adamsonline.com/
http://www.careermag.com/
(These two sites have advice on careers, looking for a job, and how to write a resume)

Resources Oriented Toward Russia.

It is usually a good idea to maintain regular communication with other students from Russia and the NIS. At most universities it's possible to locate fellow Russian students through the Foreign Student Adviser or a Russian club. Communicating with other Russians can help you stay current on developments in Russia and may ease your re-entry process once you return home. A companion at home who has gone through the re-adjustment can be a good friend!

Maintain communication with individuals in your professional field at home. It is natural and important to communicate regularly with friends and family while you are away from home. It is just as important to maintain and promote professional contacts with former professors, employers, and co-workers. Let them know what you are doing academically and how you plan to apply your skills when you return home. Request that they keep you informed of local developments in your mutual field of interest. Let them know about new directions in the field overseas. The maintenance of

these connections will enable you to re-enter your field in Russia with greater ease.

A visit home can be extremely valuable if you are fortunate enough to have the means to do so. Many individuals who have studied overseas find that visits home to Russia enabled them to maintain a realistic perspective as to how their academic pursuits abroad relate to their future endeavors at home. In addition, home visits provide an opportunity to visit local businesses and professional organizations in your field. Ask your professional contacts in Russia for recommendations on relevant course work, extracurricular activities, and internships. Suggest that they take advantage of your residency abroad to make contact with foreign-based organizations or other pertinent publications. Initiate mutually beneficial relationships. Consider seeking summer training programs with well-established companies in Russia during holidays.

International Visitors Centers and sister city committees in major American cities, for example, often arrange schedules and programs for foreign business, government, and other leaders. Try to attend meetings at which you can meet such visitors from Russia or other NIS countries. You might also contact these centers to volunteer your assistance for Russian-speaking visitors.

Resources from the Professional World

Contact professional societies in your field of interest. In the United States and Canada, for example, almost every field has its professional society, such as The American Political Science Association, the American Society of Petroleum Engineers. Many of these organizations have international divisions and/or international membership.

You can likely find listings of professional societies in your school library, in your academic department, or at your career planning and placement center. Professional societies in your field are good places to search for contacts from Russians with similar interests. These societies can also help you get information on developments in your field. Often students can join for a moderate fee and thus reap the benefits of the directory, newsletters, and society gatherings.

You may also wish to contact the Chamber of Commerce in your area. Local chambers have international divisions in major cities.

The staff of the institutional division is often a good place to search out regional firms that do business in Russia. In Russia you can reach the American Chamber of Commerce at 961-2141. The Chamber publishes an annual membership directory that contains contact information on all its member companies.

For general information about other American Chambers of Commerce overseas, contact:

American Chambers of Commerce of the United States
International Division
1615 H Street, NW
Washington, DC 20062

You should also try contacting the Junior Chamber of Commerce in your city. The Junior Chamber is a major networking organization for young professionals. Members of the Junior Chamber are often interested in contacts with "Jaycees" overseas and can provide useful introductions to other Jaycees that might be involved in work in Russia. Check with the chapter nearest you to see if they might welcome an offer from a Russian student to act as guide or host to Russian or NIS visitors. This could provide a valuable opportunity for you to stay in touch with Russian business.

In the U.S. consult the "Directory of American Firms Operating in Foreign Countries" to locate American firms with operations in your field in Russia. The directory is often available at university libraries. If not on your campus, you should be able get a copy through the inter-library loan system. Ask a librarian how to initiate this process.

Check with the local office of the U.S. Department of Commerce for listings of American firms operating in Russia. Check with your state and local government agencies for commerce, international trade, or industrial development for similar lists as well as lists of foreign-owned firms operating in your area.

Write to any other international, private sector, or not-for-profit organizations that are active in your field of interest. Request copies of their annual reports, informational brochures, and any other material they are willing to send you. Educate yourself about the philosophies, operations, and personnel requirements of these organizations to see which ones might match your requirements.

Determine which firms and organizations are of greatest interest to you. They may be overseas-based firms and organizations with operations in Russia or Russian firms and organizations with offices abroad. Study their capabilities and needs. Set up informational interviews. Do research beforehand and approach these interviews prepared to ask pointed and intelligent questions about the organization and the field. Inquire as to what you can do, both academically and extracurricularly, to best prepare yourself for future employment in the field.

Remember, by gathering information and establishing relations with the overseas-based office, you can approach the headquarters or branch office in Russia with more knowledge and persuasive suggestions as to how your training abroad would benefit their operations.

Some international students gain exposure to the host country job market by seeking practical training. It is important to realize that many local firms are hesitant to provide practical training to foreign students due to the complex regulations pertaining to employment of foreign students. Check with your Foreign Student Adviser for information concerning the regulations that apply to you. Sometimes it's possible to convince an employer that the regulations are not too onerous!

Phase II: Strategies for Pursuing Leads and Securing a Job

Now that you have surveyed the field, explored your own interests and abilities, and ascertained the types of opportunities available, you are ready to begin searching out positions that will meet your professional goals. Remember, it is possible that the firms with which you have contact in your host country do most of their international hiring overseas. Nevertheless, there are many steps you can take toward securing a position at home while still abroad. Chapter Three suggests various routes for pursuing job leads in Russia.

Inform the career planning and placement center on your campus that you are now ready to begin seeking actual job openings in Russia. Request their assistance in writing your letters and preparing for interviews. Set up a few practice interviews with your career counselor. (See the interview section, Chapter Four).

Sift through the information you have accumulated throughout your networking/information gathering phase to identify the organizations which offer the opportunities and share the values you

seek. Previous research into the field and into specific organizations should make this step easier.

Contact their major overseas offices near you to find out if they recruit international staff abroad. If they do, inquire as to the procedures for applying for a position in Russia. Request a letter of introduction. Request a letter of recommendation from any organization with which you interned and/or professors for whom you did research or were a teaching assistant. You should also request permission to list them as references. Contact recruiting firms that assist foreigners as well as local nationals. Seek agencies which will send you listings of job openings and/or put your resume in their files without charge to you. You may also wish to consider a reputable firm which charges for its assistance, but be sure you know what you will get for your money. Seek the advice of your career center before signing any agreement.

Though perhaps only limited information is available on employers in Russia, it would be worthwhile for you to look at various listings for jobs. The most viable resource for job listings is your campus career planning and placement center. Another alternative might be your foreign student adviser's office. The job listings in the U.S. that are most pertinent to foreign students are:

TRANSCENTURY RECRUITMENT CENTER
724 Kalorama Road, NW
Washington, DC 20009
Telephone: (202) 328-4400

"The International Jobs Bulletin," published every two weeks by Southern Illinois University, includes listings of international job vacancies in all fields and at all levels. For further information send a stamped, self-addressed envelope to:

INTERNATIONAL JOBS BULLETIN
University Placement Center
Southern Illinois University
Carbondale, IL 62901
Telephone: (618) 453-2391

"International Employment Hotline" is a newsletter devoted to informing others about the international job market (e.g. hiring

practices, employment cycles, and resume writing). They list current international job openings in many different fields and regions. Though this newsletter is intended for use by Americans, it could also be valuable to you. Since subscriptions are fairly expensive, you might suggest that your university's career center add this newsletter to their resources if they do not already subscribe. Contact:

INTERNATIONAL EMPLOYMENT HOTLINE
Post Office Box 6170
McLean, VA 22106

Intersearch Group assists overseas students in locating jobs with transnational corporations. Contact:

INTERSEARCH, 115E
87th Street
Suite 24D
NY, NY 10028
Telephone: (212) 831-5156

Ask at your campus career center about job listings and recruitment visits that might lead to home country employment.

Finally, many universities and academic departments subscribe to Russian newspapers. Their classified advertising often shows companies that are specifically seeking English-speaking nationals with American training.

3. The Job Search After Your Return to Russia

After your return home you will want to embark on a networking and information-gathering process similar to the one you undertook in the United States. Depending on how quickly you intend to begin working, your preliminary networking process in Russia will overlap to some degree with your actual job search. Ideally, you will be able to give yourself time to establish important contacts in the different areas of your field before actually applying for positions. This way you will have a more concrete idea of what is available and what you are qualified to take on.

To attain a position that fully utilizes your abilities and provides professional challenges will require time, energy, and patience. Try to avoid falling in the first possible option merely because it is convenient. Remember: your American education should be very appealing to many prestigious employers.

Economic reform and foreign investment in Russia has left many firms in need of bilingual professionals, so there should be many opportunities. But you should resist the temptation to jump at the first offer. Employers are always wary of "job hoppers" who work for short periods of time at many companies. Be sure the job offer is the best fit for you and leads to the long-rage professional objectives you identified at the beginning of this process.

General Tips for Your Russian Search

Know the Hiring Rhythm of Russia. In some countries hiring is done at a particular time of the year. For example, employers in Russia may tend to seek new employees at the end of the summer, after dacha season. Be sensitive to this and plan your return — or at least your search — to coincide as much as possible with Russia's hiring cycles.

Do Your Research. In every country, the job candidate who knows a lot about the hiring organization and its needs is going to do better than the uninformed candidate. When you get a job lead, find out what kind of services or products the hiring organization provides. If you know nothing about the organization, drop by its office and pick up whatever annual reports or publicity materials are available. If library resources or Internet-based information are available, use them to find out more about the organization. Ask

yourself, "How do my skills meet the needs of this potential employer?"

Create Your Own Job. Naïve job-seekers assume they are looking for job openings that have already been created. This is not necessarily so. The manager with whom you meet may have need of certain skills but may not yet have designed the position. In certain situations, a job may be created because the right person with the right skills was looking for work at the right time. That person could be you.

Be Prepared to Interpret the Value of Your U.S. Education for Russian Employers. Some local employers may be unfamiliar with how training at an American university prepares a student for employment back home. It is your responsibility to explain how your education helped you develop skills and knowledge that will be beneficial to local employers. Stress such functional skills as your English-language proficiency, problem-solving abilities, research experience, and intangible attributes such as intercultural adaptability and an international perspective on the issues in your field. These are valuable assets to companies in Russia which operate in the international marketplace. Think carefully and talk with others about what skills they have developed while in the United States.

Avoid Being Overly Ambitious in Your Salary Request. Some American-trained individuals mistakenly assume that their U.S. education will immediately translate into a high salary. Be alert for those opportunities with upward mobility in responsibilities as well as in salary level. Remember that a high initial salary is not necessarily indicative of a valuable job opportunity and vice-versa. What are the long-term prospects for promotion in the firm? What benefits do they provide? Some Russian employers are improving their mid-career training opportunities and offer professional development benefits to attract and retain highly-qualified employees. The old distinction between expatriates is rapidly breaking down and many foreign firms are now hiring Russians to fill positions previously held by expats. Though you probably will not be hired as an "expat" your overseas training may qualify you for benefits somewhat better than strictly "local" terms.

Informal Networking.

Let everyone you come into contact with know you are looking for a job. Friends find their friends jobs. So do relatives. Do not be shy about telling everybody you know that you have returned from the United Sates and now are looking for a job. In fact, you may want to write or call old friends before you return to let them know you would like their help.

Locate other Russians who studied in the United States. People who share common experiences are more likely to want to help one another. Friends and contacts who have themselves studied in the United States may very well be inclined to help someone recently returned who is looking for work. The American Chamber of Commerce in Russia may be able to help you find professionals in your field who studied where you did or help you find professionals in your field who studied where you did or direct you toward professional groups with similarly trained individuals. Don't overlook staff contacts in regional or global international organizations active in Russia.

Collaborate with friends recently returned from the U.S. who are themselves looking for work. Job-seekers working in teams can turn up much more useful information than one person struggling alone. The mutual support the group provides its members is very important in what can otherwise be a lonely period of transition.

Re-establish contact with former employers, co-workers, professors, and friends in the field. Personal contacts can often inform you of job openings which are otherwise unpublicized. Many organizations tend to hire from within and/or through personal connections rather than through public announcements. Your professional contacts will also be able to inform you of recent developments in your field in Russia and will undoubtedly be eager to hear of recent developments in your field in the U.S.

Locate lists of firms with operations in your field of expertise. Be sure to look through professional directories, directories of chambers of commerce, agriculture or industry, government listings of international trade and service firms, and classified sections of telephone books. Be creative in your search! Do not give up after searching under just one heading. Try different variations on the title of your field. Seek the names of key officers, addresses, and telephone numbers.

Get in touch with your contacts in the United States as soon as you return to Russia in order to promote an immediate and continual flow of information. The sooner you re-establish communication with your U.S. acquaintances, the more likely it is that a valuable information exchange will develop. You can be a vital liaison between developments in the United States and developments in Russia. Your value to local organizations is partially based on your direct access to and understanding of important new trends in your field within the United States.

4. Practical Tips for Job Search in Russia

Resumes, cover letters, interviews, and thank-you notes are crucial tools of the job search and should not be used haphazardly. They represent you! Appropriate styles and approaches vary from country to country. In approaching potential Russian employers, you will need to ascertain for yourself what techniques are appropriate. Below we highlight things to which you should pay attention when approaching Russian or international corporations or organizations operating in Russia.

If you are planning interviews with more than one potential employer, it is a good idea to arrange your schedule so that your last interviews are the employers you care most about. Interviews usually improve with practice.

It is essential to dedicate a good deal of thought and energy to writing your resume, cover letters, and thank-you notes, and to preparing for your interviews. With a quality resume and clearly thought-out answers and ideas for your interviews, you will convey an air of confidence that is appealing to employers.

The career planning and placement center on your campus is likely to have valuable resources for this tactical side of job hunting. With a few exceptions, the techniques they suggest for Americans will also be applicable to you when applying to companies in Russia.

Resumés in Russia

Curriculum Vitae

The curriculum vitae (C.V.) or resumé is a vital part of the job search. Putting together your C.V. helps clarify your career objectives, your skills, and the knowledge you've gained from past work experience. Your C.V. should be used to convey, as concisely and strikingly as possible, the personal qualities and accomplishments that qualify you for a particular job. Remember that your C.V. is the initial (and frequently final!) impression a potential employer has of you. It is worth extra time and energy to make it as favorable a statement as possible.

Since practices covering resumes differ for different organizational cultures, you will need to develop an approach appropriate

to your situation. However, below are a few general recommendations for preparing an effective C.V.:

Title the document "Curriculum Vitae" (the Latin term for "course of life"), title it "resumé" (a French word for "summary"), title it "C.V.," or don't title it at all. "Vitae" is not a plural in this usage; it is the genitive case of the noun "vita," which stays the same for one "curriculum" or several "curricula."

Every good resume starts with a name, address, and phone number. You can also include an objective stating what you want to do or what type of position you are looking for. If you include an objective, make sure it is concrete and fits the employers who will receive it.

Career objectives should be stated in clear, concise terms. Stress what you wish to offer to employers rather than what you want from them. Your objectives should also indicate your plans (if any) for practical training.

List your education and work experience positions in reverse chronological order, with your most recent experience listed first. This is the format used by most human-resource executives. Refrain from making a prospective employer search through a list of your accomplishments as a camp counselor before encountering mention of your research assistantship in graduate school. Remember, a resume is about your future, not your past.

Phrases should be used instead of full sentences to keep it concise and direct. Use jargon that is understood in the industry.

Wording should be carefully selected to display to best advantage your background and accomplishments. Start sentences with action verbs. However, keep in mind that, while authentic strengths should be emphasized, you should not try to masquerade inexperience by giving impressive-sounding terms to everything you've ever done. Most employers are unlikely to be impressed by such tricks.

Make sure all spelling is correct and all categories are properly and uniformly spaced and indented.

Emphasize the practical value of the education and training you received in the United States. Don't assume that potential employers — be they Russian, American, or European — understand the unique benefits of your American education.

Though standards vary, some employers may require inclusion of personal data (age, height, weight, marital status, children, etc.). If you feel uncomfortable including such data, look into whether it is actually necessary.

Once you are back home, American references, unless internationally known, are seldom contacted. On the other hand, the name of a well-known figure in Russia will add considerable weight to the strength of the resume.

Your C.V. should be neatly typed and laid out in an easily readable fashion, preferably printed on high-quality paper by a laser or laser-quality printer.

Cover Letter

You should accompany each resume with a cover letter that allows you to introduce yourself to prospective employers and briefly outline your interest in a position. It should also call attention to those aspects of your resume you wish to highlight. You might mention your field of study, highest degree, and your future employment plans. Mention of particular aspects of your international background and/or intercultural understanding that make you a unique candidate for the position can also prove valuable.

The cover letter is a good place to express your interest in employment with a firm, but do not beg for a job! Unless you are responding to a classified advertisement that does not give the name of a specific person to whom you should write the letter, you should always make sure to address your cover letters to a specific person rather than "To whom it may concern." Finally, it is usually a good idea to tell the potential employer that you will call them within a week or two of sending the letter.

Interview

Students are sometimes startled by the interview questions asked by potential employers. To avoid being surprised or offended in an interview, it is worth your while to study the possible questions and formulate your personal answers before the session.

We strongly recommend doing a practice interview session. These simulations are available on almost every U.S. campus. These interviews, sometimes videotaped, give you a chance to practice your interviewing techniques in a low-pressure setting. It is espe-

cially valuable for foreign students interviewing with American firms to encounter the direct, hard-hitting American style prior to the moment when their performance really counts.

Below is a list of some difficult interview questions for which international students should be prepared. It would be wise to ask your career adviser for a comprehensive list of typical interview questions used by American and international employers. It might also be helpful to ask someone at your career center for advice on how to answer difficult questions.

Questions that require candidates to speak highly or themselves:

- What are your strengths?
- What do you have to offer our company?
- How are you more qualified for this position than other applicants?

Questions that force the applicant to critique the company:

- If you were hired, how would you change our marketing?
- What aspect of our company does not appeal to you?
- What would you do to improve our operations?

Questions that put the candidate on the spot:

- Have you ever been arrested?
- Are you divorced?

Personal questions that may seem irrelevant:

- What books have you read in the last few months?
- Are you married?
- What do you think about feminism?
- What do you do in your spare time?

Open-ended questions:

- If you had complete freedom to be a success in any field, which field would you choose? Why?
- What is the ideal job for you?
- What would you like to be doing five years from now?
- How has political reform in Russia affected your job plans and prospects?

In addition to answering questions from the employer, most interviews run more smoothly when the applicant also asks questions. This promotes a conversational atmosphere and reduces the tension of an imbalanced monologue that often occurs in traditional interviews. Questions also suggest that the applicant is truly interested, listening, and processing the information about the employer. Be prepared with several well-focused and informed questions and wait for natural openings in the conversation to ask them.

Thank You Letter

It is important here to mention the benefit of responding to each interview with a brief thank-you letter. Regardless of the outcome of the interview, fax a thank-you letter immediately. It can be quite short, but it shouldn't sound mechanical. Such a letter will distinguish you from most other applicants, bring your qualifications to the forefront of the employer's mind once again, and help to expand your friendships in the job market.

Sample Resumé

Emiliano Smith
633 Clark Street
Washington, DC 20057
555-0167 (home), 555-0178 (work)

JOB OBJECTIVE
A challenging position in business management utilizing accounting skills.

EDUCATION

Georgetown University. Master of Business Administration degree, December 1997. Area of concentration in accounting with emphasis on marketing and information systems.

University of California, Bachelor of Business Administration, August 1990. Majored in finance. Extensive course work in investment analysis, financial problems analysis and international business finance.

WORK EXPERIENCE

California Small Business Development Center, Counselor.
Employed from September 1988 to December 1990. Responsibilities included supporting and counseling small business owners on financial and strategic planning, special research project on "Small Business Resources Manual for California."

Business Office of University Bookstore, University of California, Accounting Assistant.
Employed from September 1987 to August 1988. Performed daily computer bookkeeping, prepared monthly bank reconciliation for accounts of the Organization Bank, audited daily transactions and other office work.

Copy Service of Campus Center, University of California, Bookkeeper and Machine Operator.
Employed from May 1986 to August 1988. Prepared monthly billing and audited daily balance, participated in promotion campaign. Photocopied documents.

Hotel El Camino Real. Front Desk and Reservations Trainee. Full-time internship, summer 1986. Greeted guests and helped them to check-in and check-out of their rooms. Made room reservations using computerized system.

ACTIVITIES AND INTERESTS

Member of Finance Club, University of California, 1988
Extensive knowledge of IBM PC software and Macintosh business software.

5. Re-entry and Re-Adaptation in Russia

This book focuses primarily on the professional aspects of returning from the U.S. to Russia. Return involves several transitions, though, including moving from the student world to employment and from U.S. norms back to Russia norms and values. The job search occurs in the context of a physiological re-adaptation to life at home in Russia.

Most of us believe that returning home is easier than going abroad; after all, Russia is home. You will no longer be a foreign student adapting to a life on a far-away campus and its larger society.

Actually, we all undergo subtle but important changes during the re-entry process. Being aware of them will help you re-integrate into Russian life more smoothly. Keep in mind that Russia has probably changed significantly in some ways (though not in others) during the time you have been away. Be realistic about what to expect!

This chapter explores some terms of reference that together constitute many elements of "reverse culture shock." You can use them to anticipate the return issues that will be most and least troublesome.

Age and Academic Level. Older students or professionals who were well-established in their fields before their study abroad sometimes experience a less-troubled return than younger students who left home as teenagers. Younger students are more likely to adopt the second country culture rather than selectively integrate it with their own pre-formed cultural or personal beliefs. Once home, younger students tend to compare home-country traditions and practices unfavorably with their overseas experience, increasing the chance of feeling alienation.

Gender. Female returnees may experience more difficulty and conflict upon returning if the home society has a strong patriarchal tradition or set roles in the family and work place. This does not necessarily mean that women prefer the overseas environment. But they may have to cope with more "fitting in" difficulties upon their return than men. In general, the greater the potential for personal conflict within women returnees are those who have strengthened their independence of thought and action during overseas study.

Previous Cross-Cultural Experience. The hypothesis is that foreign students returning home after overseas study encounter a less difficult re-entry if they have previously been away from and returned

home. Return is easier the second time around. A student who expects to encounter some difficulties on return is generally better able to manage "re-acculturation" problems than students who assume "no problems."

Length of Stay and Degree of Interaction with the Host Culture. The longer a student stays abroad and the greater the interaction and empathy with the host culture, the more difficult re-entry to the home culture may be. Sometimes the students who have been most adaptive to the host culture have the most difficulty re-adapting to the home culture. On the other hand, cross-cultural experience tends to make people more adaptive overall, whether leaving or returning to one's home culture.

Readiness to Return Home. Students who strongly desire to return home at the end of their study are likely to return with a strong motivation to "re-socialize." However, those who strongly desire to stay on in the host country are more likely to feel alienated upon re-entry. The best re-entry is chosen, not forced. Those who are moderately looking forward to returning home are believed to have the smoothest re-entry.

Degree of Change in the Home Environment. This factor can work in several ways. A returned student may expect everything to be the same at home as it was when he or she left. But family relationships, standards of living, or the political climate may have altered significantly while the student was gone. The speed of political and economic change in Russia is greater than in most other places in the world. Encountering unexpected changes may be stressful and make it difficult for you to find a new niche and to realize your plans. Conversely, a student may return home to find no seeming fundamental changes. The change was in the student's mind, perhaps accentuated by dramatized press reports. The discrepancy between overseas perception and local reality can intensify the student's feeling that no one there understands what he or she is going through. It takes time for image and reality of home to move closer together.

Degree of Similarity Between the Home and Host Culture. The greater the differences, the greater the re-acculturation difficulty for the student. The larger the culture gap, the greater the stress in traversing it in either direction. But again, the less the returnee expects to experience reverse culture shock due to relatively nominal culture gap, the more likely that adjustment difficulties will emerge.

The Type of Job Placement or Opportunities to Apply New Knowledge Upon Return. Graduates who have difficulty finding an appropriate job upon their return can be expected to experience more stressful re-entry than those who return to a past position, or to a promotion, or who are able to make a new start in a challenging role. However, students returning to previously-held positions sometimes feel they have outgrown them, or that their contributions are not appreciated by superiors and colleagues. In some cases, no preparations have been made for their return by their organization, in which case frustrations can grow rapidly. Others may find their U.S. program of study did not prepare them to deal with real conditions and resources in Russia. An initial sense of the apparent irrelevance of foreign academic study to the local work world may lead to disappointment and disorientation.

Expectation of Success. The returnee may be anxious to show family, friends, and colleagues that the investment in study abroad was vindicated by success in a new professional role. Some returnees encounter feelings of failure because the expectations of their parents are so high. Sometimes parents place unrealistic expectations on children who go abroad to study. Some students postpone return until they can gather another degree or extra money and be assured of returning "in triumph" before family members. It is ironic to find some of the most talented students abroad in fear of failure as they collect their diplomas of achievement in highly competitive foreign universities.

Individual Awareness. The most aware individual is not immune to reverse culture shock or re-acculturation bumps. Even so, the more aware a returnee is of the process of re-entry, the more likely the problems will be tractable and short-lived.

Presence or Absence of a Support Group. Being able to share concerns and coping strategies with other recent or more established returnees can help reduce the alienation that may accompany re-entry. It helps to locate even one person who has shared this experience to see that one can overcome reverse culture shock. Indeed the re-entry process, in which we see he familiar with new eyes, has much learning to offer the growing number of us who cross cultural boundaries many times in our professional careers in this increasingly international world we call home.

These factors tend to shape the character of one's return experience. Some factors will be more critical to some people than others. Based on these factors, can you predict the kind of return process you are likely to have?

Advice for Returnees

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A Russian Labor Law Primer

By Eurospan/InterComp

Employment relations and working conditions in Russia are principally governed by the Russian Federation Labor Code as well as other specific legislation. To make human resource management successful in Russia, it is very important for the employers to be aware of restrictions in contracting, establishing work conditions, and terminating contracts imposed by labor laws and for employees to know their rights and responsibilities.

We will try to give you a general overview of some aspects of human resources in Russia that both employees and employers find most important in complying with Russian legislation.

Equal Opportunity Employment

The Labor Code calls for equal pay for equal work, and prohibits the following types of discrimination:

- restriction in hiring or pay cuts based on sex, age, race, nationality, social origins, property status, place of residence and attitude to religion
- refusal to hire or pay cuts for women for reasons connected with motherhood or pregnancy

Employment Contract

According to the Labor Code, terms of an Employment Contract which contradict Russian Labor Law and worsen the employee position will not be enforceable if challenged by an employee in court.

The employment contract must specify the employer's name and address, the job description, the term of employment, the length and trial period, salary and benefits, the system for compensation, the state date (and end date for fixed-duration contracts), leave and working hours. It must be concluded in Russian.

The Term of Employment, set by agreement between the employer and employee, may be either for an indefinite term, a definite term of no more than five years, or for the time required to perform specific work. A term may be set for the time necessary to perform specific work only where an employment arrangement cannot be established for an open-ended period, either because of

the nature of the work to be done, the conditions in which such work is to be done, or where it is in the interest of the employee for the contract to be for a limited term.

The management of a company may establish a Trial Period for new employees to test the suitability of the employee. The terms of such trial period will be indicated in the Contract and in the Employee Hire Order (prikaz). The trial period may not exceed three months, or six months where approved by the labor union.

During the trial period, labor legislation shall be extended in full to the employee concerned. If the employee continues to work after the trial period has ended, he is automatically considered a permanent employee. When management is not satisfied with the performance of an employee, they may dismiss him before the end of the trial period without providing severance pay and without the approval of the labor union. The employee, however, may appeal the dismissal in court.

Labor Book

The Labor Book serves as an individual employment chronicle, describing positions held, work achievements, awards and official reasons for termination. Disciplinary measures and reprimands may not be recorded in the Labor Book. All legal entities, including companies with foreign ownership, must issue Labor Books to their Russian employees.

The Labor Books of all employees who have been working for the company for more than five days must be kept on the company premises, in a locked and protected place. If an employee is working for more than one enterprise, the Labor Book should be kept by the primary employer. Employers are not required to hold the Labor Books of individuals working as civil contractors or independent entrepreneurs.

Job Transfer

The employee must be notified of a Job Transfer at least two months in advance. An employee's transfer to another job for an unspecified term shall not be allowed other than with the consent of the employee.

When the transfer of employees to other jobs entails their relocation to another area, they shall be paid the following: the cost of

the journey for the employee, his family members, and their belongings; per diems for each day en route, a lump sum resettlement grant for the employee and for each member of his family moving with him; and salary will be paid for the days spent preparing for the relocation and settling down at the new place of residence (but for no more than six days) and for the time spent en route.

Labor conditions (e.g., combining of jobs, change in compensation) may be changed due to changes in the organizations of work and production if the employee is to continue working in the same positions. If an employee starts to perform tasks not defined in his contract, this is treated like a transfer to another job, which is not allowed other than with the consent of the employee. Employees must be notified of such changes at least two months in advance.

With any changes in job location and responsibility, the employer should attach an addendum to the original contract detailing the changes to the contract and specifying that the addendum is an integral part of the contract. The addendum should be signed and dated by the employee and a witness.

Working Hours and Overtime

Under the Russian Labor Code, working time of employees may not exceed 40 hours per week in a five day work week. An employee may not work more than four hours per day for a secondary employer, except as a civil contractor. Reduced working weeks are established for employees who are minors, who work under harmful conditions, and who work in certain categories (e.g., doctors, teachers and others).

All time worked in excess of the 40 hour maximum is considered overtime. Overtime is permitted only in emergency cases, including

- work necessary for the defense of Russia, or for the prevention of disasters or accidents;
- dealing with the disruption of the provision of water, gas, heat, lighting, transport or communication services
- where it is necessary to complete work, the stoppage of which may cause damage to state/public property
- where it is necessary to repair structures, the disrepair of which causes stoppage of work for a large number of employees; or
- where the work allows for no interruption and a replacement employee has not shown up for work

Where overtime is necessary, it may not exceed four hours per employee over two successive days, and 120 hours in a year.

The employer is required to pay at least 1.5 times the regular hourly rate for the first two hours of overtime, and at least two times the hourly rate for hours thereafter. Overtime may not be compensated by granting more time off.

Exempt Employees

Certain employees do not have to adhere to the 40 hour, five-day work week. Exempt employees include senior administrative and technical positions (and also those employees whose time is difficult to calculate; e.g., drivers). A list of exempt employees should be prepared by the administration of a company and included in the collective agreement or as a formal document if there is no collective agreement.

Temporary Employees

Temporary employees are employees who are hired to perform a job for a period of not more than two months or employees who are hired to replace an absent employee for a period of not more than four months. This information is written into the employment contract and the employee hire order. A trial period cannot be established for temporary employees.

If a temporary employee is hired for a period of less than six days and during that time is required to work on a day off or a public holiday, double wages do not have to be paid. Temporary employees are entitled to paid vacation time or a cash substitute. Vacation time is calculated as a proportion of the amount of time worked with a company.

Discipline

The Labor Code outlines the actions that may be taken in disciplining employees:

1. Reproof
2. Reprimand
3. Severe reprimand
4. Dismissal

An employee may challenge disciplinary measures in court and may seek reimbursement for moral damages in the case of wrongfully imposed disciplinary measures.

Only one disciplinary measure can be imposed for each violation. Disciplinary measures are imposed in the form of written orders: they must be made in writing, signed, stamped, numbered and presented to the employee against his signature. The Labor Code states that the employee must be requested to explain the violation of rules in writing before any disciplinary measures are taken. The employer is recommended to make this request in writing, and present it to the employee against his signature.

Disciplinary measures must be imposed by the General Director or by another manager authorized by the General Director through power of attorney. Termination of an employment contract should be approved by the General Director of the company. If an employee is suspected of committing a crime at work, an investigation should be made by the militia before taking disciplinary action.

As a general rule, disciplinary measures must be made within one month of the violation. If the individual who committed the violation is on vacation or leave, the imposition of the disciplinary penalty can be delayed until the employee returns to work, but for no longer than six months. If the employee does not receive another reprimand within one year, the record of violation should be removed from company records.

According to the Labor Code, in any legal entity with more than 15 staff members, the workforce may elect a dispute resolution commission. The size, election procedures and composition of the commission is decided by the workforce.

The commission is called upon by an employee within three months of a labor law violation when the employee has been unable to settle the dispute directly with the management. A decision is taken with the majority of votes. Ten days are allowed for the management to appeal, after which the management has three more days to implement the decision.

If the staff has not elected a commission, the employee may take the dispute to court. The employee or the management may also protest the decision of the commission in court within 10 days of its announcement.

A dispute may also be considered directly by the courts when:

- an employee requests reinstatement
- an employee requests that the reason or date for the termination listed in their Labor Book be changed
- the management seeks compensation from the employee for damage
- a transfer employee is denied employment; or,
- certain categories of specialists are denied employment

Where the decision is taken to reinstate an employee, the employer may be required to pay the employee's monthly salary for the whole duration of forced leave. If incorrect wording recorded in the employee's Labor Book by the employer has prevented him from finding new work, the employer may be forced to pay the employee's average salary for the whole period of forced unemployment.

Employment Termination

The employment agreement can be terminated on the initiative of the employee, the employer, or on request of a trade-union body.

If the employee wishes to terminate the employment agreement, he must submit a written notice of resignation at least two weeks before the date of termination.

The following are some causes for proceeding with termination steps if the employer wishes to terminate the employment agreement:

- the company is liquidated or downsized
- the employee proves to be unsuitable for the job due to lack of skills or state of health
- the employee systematically fails to perform his job responsibilities or follow the firm's internal regulations, without valid reasons, and if the employee has been disciplined before
- the employee is absent for more than three hours during a working day without valid reason
- the employee has been on temporary disability for more than four consecutive months (except in the case of occupational injury or illness)
- the employee who held the position previously is reinstated
- the employee comes to work under the influence of alcohol or drugs
- the employee is proven to be guilty of stealing state or public property

The management may not dismiss pregnant women, women on maternity leave, persons on vacation or on temporary disability (sick leave), women with children under the age of three or single women with children under the age of 14, except in the case of complete liquidation of the company.

Income Taxes

Employers are required to withhold personal income taxes (12 to 35 percent depending on the salary level) from all locally hired employees' salaries and a 1 percent employee Pension Fund contribution for Russian employees only.

Receiving Benefits from the Social Insurance Fund

Employers must make the contributions against the salaries of employees to the Social Funds. Contributions made to the Social Insurance Fund may be reclaimed to pay for employee benefits.

The Social Insurance Fund provides funding for the following:

- temporary disability (a temporary disability is issued in the event of a disease, work related or other injury, including domestic injury, attendance of a sick family member, a quarantine or prostheses making)
- maternity leave
- one-time benefit paid to women upon registration at a prenatal medical facility during the early stages of a pregnancy
- one-time benefit paid to women upon birth of a child
- monthly child support for children up to the age of 18 months if one parent leaves employment for such time to look for a child
- a burial allowance in the event of death of an employee or family member

Eurospan/InterComp is a company that provides a complete range of human resource services and products including payroll processing, personnel search and selection, a human resource administrator's handbook and human resource database and time sheet software.

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Russia's Booming Market for Finance Professionals

By Dr. Peter Ekman
American Institute of Business and Economics

The securities industry, made up of investment banks, stock and debt brokers and dealers, consultants, and banks, is Russia's most Westernized industry and offers many of its most exciting careers. It is based almost exclusively in Moscow and is leading many of the changes in the Russian economy.

A securities market professional in Russia might work in the following areas: buying and selling corporate shares whose prices have doubled in each of the last two years but fallen 60 percent from recent highs; trading government debt where returns have been almost as high and almost as volatile as the stock market; finding and evaluating investment opportunities for demanding — and skittish — Western investors; finding capital, strategic investors, and possible merger partners for Russian firms, whose managers are inexperienced in capital markets and often unaware of investors' expectations; helping often reluctant managers organize and report the information that they need to raise capital and properly run their companies; or helping the Russian Federation and regional governments raise money in the Eurobond market.

Industry leaders in Russia include many of the leaders in international markets, such as Credit Suisse First Boston, Merrill Lynch, ING Bank, and Brunswick Warburg. Other major players, such as Troika Dialog and MFK Renaissance Capital, are Russian companies that were founded or managed by Westerners.

Smaller firms, such as RINAKO Plus, Aton, and CentreInvest, have earned profitable niches in the marketplace. These smaller firms are often considered to be "purely Russian" though they operate according to Western business practices and have many Western-trained managers.

Well over 80 percent of the employees of all these firms are Russians. Western-trained Russian professionals are rare. The few dozen MBA graduates with degrees from a top Western program

are considered to be key strategic assets by their firms. A Russian graduate from a top 25 American business school will have little trouble finding a good career with a Western-oriented firm.

Other Russians in the industry should not be underestimated. Many of the brightest graduates of Moscow State University and the Moscow Institute of Physics and Technology work as financial professionals.

Despite demanding work schedules that often go long into the evening to follow Western markets, many Russians are attending formal training programs, such as evening MBA courses or self-study programs such as the Chartered Financial Analyst (CFA) program.

Training, especially at the higher levels, is a key issue. "On-the-job training is limited," according to a May Wharton graduate who took a job in an investment bank in London because of this issue. "On the other hand, career growth in Russia may be faster than in the West and the monetary rewards are significant."

Graduates with American bachelor's degrees are less in demand than those with MBAs, but should be able to find good positions with many firms. These entry-level positions are often in the accounting, trade-settlement, and other back-office areas, or in translating analytical reports into readable English.

If you've earned a bachelor's degree in America, you have several options to find a higher level finance career in Russia. Work experience in Western financial markets is a big plus on any resume. Progress in earning the CFA designation would be highly viewed by many firms.

You might also earn an American-style MBA at one of two programs in Moscow that are taught in English by mostly American faculty: the American Institute of Business and Economics (AIBEc), and the joint program between the Academy of National Economy and California State University at Hayward. Of course, neither of these programs is yet up to the level of a top 25 MBA program, and studying in the evening while you work in the day requires much hard work and commitment.

Russian banks offer an alternative to the Western-dominated securities industry for a Russian financial career. Several of the top 10 banks are among the most powerful institutions in the country. For example, Uneximbank, Bank Menatep, Alfa Capital, and

Inkombank have formed large Financial-Industrial Groups and are major political forces. Job seekers should be very careful with banks not rated in the top 10, however. A banking crisis is widely expected, which will be followed by the collapse of many of the 1,700 poorly capitalized and poorly managed Russian banks.

You should also be aware that Russian banking is not very similar to banking in the West, where banks take in customer deposits and make loans to firms. Only Sberbank and SBS-Agro have networks to accept deposits from ordinary Russians. Arm's-length corporate lending is almost nonexistent.

Another alternative to the securities industry is to work for a corporation in its finance department. These positions usually require much more accounting work than most securities industry positions. Working in capital budgeting — the planning and evaluation of long-term investments in factories or products — is also common. Customer credit analysis is a major part of corporate finance work in the West, and will become a major part of the work in Russia. For now, however, most customers need to pay cash up-front, or among Russians firms to pay by barter.

Though many corporate finance positions are based in Moscow, an applicant willing to work outside Moscow will have a great advantage.

For example, if you are looking for a position in Rostov, any Western firm with operations or joint ventures in Rostov will take a very serious look at your resume. For the most part, you do not need to worry about the unconstitutional propiska system dictating where you must live. The propiska system is only enforced in Moscow, and even there is widely evaded.

There are many exceptional opportunities in Russia for well-paid careers in finance for Russians with Western degrees. The imbalance between the supply and demand for well-trained professionals is only temporary, but it may last another five to seven years because of the high requirements for the positions.

These requirements include strong mathematical and analytical abilities, and training in how to apply these abilities to financial problems. Training in Western accounting is also highly valued. Analytical abilities are not enough for most positions, however. Financial professionals often act as go-betweens for managers and investors. Presentation skills, the ability to develop trust

among many different types of people, hard work and willingness to work long hours are the qualities that set the most successful financial professionals above the pack. These qualities will be demand for a long time to come.

Dr. Peter Ekman is Professor of Finance at the American Institute of Business and Economics, an American business school in Moscow preparing Russians for leadership roles in today's competitive international business environment. The school offers evening courses taught in English by American professors. (Telephone: 438-1439; Email: aibec@co.ru).

Job Search Tips for Study Abroad Returnees

By Yuri Vatskovskiy
Legal Advisor, Kodak AO

The most important thing for returnees to Russia who have just finished study and internships in the U.S. is to use their great progress in theoretical knowledge and professional skills in the best way to make a significant advance in their careers.

The following tips could be most useful for alumni who participated in the Muskie law programs but much of it could be helpful for fellows from other programs. My intention was not repeat the information we receive from the books on interviewing but to summarize my experience which resulted in the achieving of a goal.

First of all: Define what kind of companies are appropriate targets for you. Since nowadays it can be difficult for Russian companies to carry out fair and legal business, you may be best off to go to representative offices of international corporations or their Russian subsidiaries that have 100% foreign investment.

What Kind of a Company Should it Be? In my case it was clear that I would like to work for an international trading corporation with 200 or more employees or for a major international law firm.

Be Patient and Firm. Look carefully for the right opportunity and don't accept just any job offer. For instance I searched for three months (even taking into account that there were two summer months among them) before I found what I was looking for: a position of a legal advisor in an international corporation. All other offers were kindly rejected.

How to Get the Desired Job. My experience shows that direct contact is likely a waste of time. When you call or send your resume, it often falls into the hands of employees who will not feel great enthusiasm for it since you could be a prospective competitor to their protégé. They are already tired of the dozens of resumes which mailing services and fax machines bring in every day. Your carefully prepared resume may likely end up in a wastepaper basket.

Contacts with Recruiting Companies I believe is the best way to find many interesting options: they have the information on open-

ings and they have a great desire to "sell" you. If you had serious practical experience before your study in the U.S. and are now searching for a senior position, contact executive placing companies ("head hunters"). You can find their contact information in "The Moscow Business Telephone Guide" which is distributed in many international hotels, stores, and business centers throughout Moscow.

Tell All Your Friends You are Looking for a Job. It works: some of them could be employees of companies that have job openings. At the least, they could pay more attention to the announcements in the newspapers. The latter was exactly the way how I found my job before participating in the Muskie Program.

Make a Strong Presentation of Yourself. Prepare yourself seriously for your first interview with the prospective employer. Reading books on interviews is not enough. Think over your presentation: What does the company need? How will your background satisfy their high requirements? Your degree is not the only advantage. You have learned not only how to define the problems after the analysis, but also how to find the most efficient and the least time-consuming ways to handle them. Your command of English is also a plus. Russian-speaking graduates from universities or institutes in Russia who don't have the benefit of receiving the study you gone through will never be able to handle with the desired quality a draft prepared be a lawyers of English or American business partner of your prospective employer.

Since legislators reforming Russian law frequently copy American and European legal institutes, it will be significantly easier for you to work with newly-adopted legislation because you will understand not only the language but also the internal logic of the institution which is being reformed or introduced.

Salary Request. Do not be too greedy on this issue. Think about your long-term prospects for promotion within the company. Forget about magic figures you heard about salaries for American lawyers. You will not be treated as one. However, a lower salary can be outweighed by a good benefits package or the prestige of having a well-known company on your resume. Much will depend on your performance: your supervisor will understand the need to increase your salary if you prove your value to the company.

Hiring Cycle. I arrived in Moscow in June, which was not an appropriate period for job searching. Most of the employees in recruiting agencies and prospective companies whose decisions counted were on vacation. You should be careful not to "burn all your powder" before the real start of hiring season.

These are the basic steps you should undertake to do well. Always remember — you are alumnus of American study abroad programs — you will not fail with the great opportunities and experiences you have had. Do your best and good luck!

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Company Profiles

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ABN AMRO Bank A.O.

Bolshaya Nikitskaya 17, Bldg. 1
Moscow, Russia 103009
Telephone: (7095) 931-9141
Fax: (7095) 931-9140

Fields of Business:
Banking and Finance

Company Headquarters
ABN AMRO Bank, NV
Foppingadreef 22, 1102 B5, Amsterdam, Netherlands
Telephone: (3120) 628-9898, Fax: (3120) 629-0040

Number of Employees in Russia
110 (Moscow); 11 (St. Petersburg)

Number of Employees Worldwide
66,000

Desired Qualifications/Skills of Job Applicants
Languages: Native Russian, Fluent English, or English-speaking with knowledge of Russian

Majors: Banking and Finance, Economics, Marketing

Degree: PhD, MBA

Other: Working experience in banking and finance or other related areas; internships in the area of banking and finance and involvement in social activity

Practical and Formal Training Offered
Participation in internal courses abroad organized by headquarters; on-the-job training in different branches of ABN AMRO Bank; participation in seminars and conferences locally and abroad; regional management trainee program; international student internship program; INSEAD/IESE and ABN AMRO student loan scheme; and a three-months pre-MBA training for the same program

Contact Person
Carien de Bruijn, Commercial Department
Julia Voitiuk, Human Resources

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Ark Thompson

Olympiysky Prospekt 16
Moscow, Russia 129010
Telephone: (7095) 926-5521, Fax: (7095) 974-2178
Email: nersesian@jwt.ru

Field of Business
Advertising

Company Headquarters
JWT, 40 Berkeley Square
London WAX 6AD UK
Telephone: (44 171) 499-4040
Fax: (44 171) 493-8432

Number of Employees in Russia
40

Desired Qualifications/Skills of Job Applicants
Languages: Russian, English

Majors: Advertising, Public Relations, Media, Marketing

Practical and Formal Training Offered
JWT training programs

Contact Person
Gabriel Fülöpp, Managing Director
Telephone: (7095) 926-5521
Fax: (7095) 974-2181
Email: fulopp@jwt.ru

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BAKER & McKENZIE

22/25 Bolshoi Strochenovsky Pereulok
Moscow, Russia 113054
Telephone: (7095) 230-6036, Fax; (7095) 230-6047

Field of Business

International law firm with 54 offices in 34 countries; worldwide the firm's 2,000 lawyers comprise an unequalled international network. In 1989, Baker & McKenzie opened its Moscow office, which is licensed by the Ministry of Justice to provide paid legal services in the Russian Federation. Other offices: St. Petersburg, Kiev and Almaty. Working with Baker & McKenzie provides an opportunity to interact with professionals from Russia, Ukraine, Kazakhstan, other CIS Central Asian countries, Canada, Germany, Great Britain, Belgium, Spain, The Netherlands, and the U.S.

Company Headquarters

Chicago, Illinois

Number of Employees in Russia

150 (combined total of St. Petersburg and Moscow offices)

Desired Qualifications/Skills of Job Applicants

Language: Fluent English, Native Russian *(other languages are an asset)*

Major: Corporate, commercial, mergers and acquisitions, finance, intellectual property, real estate, and labor law practice groups

Degree: Completed five-year Russian law, U.S. Masters of Law

Practical and Formal Training Offered

Working in the CIS offices of Baker & McKenzie gives attorneys an opportunity to expand their knowledge and experience through a variety of resources. Associates work on a broad range of issues in various practice areas and always under supervision of a partner, as is the office policy. Baker & McKenzie offices throughout Central Europe and the CIS host practice group seminars in a variety of areas including real estate, intellectual property, arbitration and dispute resolution, and securities. This allows associates from different jurisdictions the opportunity to discuss strengths and weaknesses of their local practice groups, as well as attempt to standardize the practices throughout the region.

Contact person

Carol Patterson, Recruiting Partner

BH Russia Operations, Inc.

Leningradsky Prospekt 36, suite 631
Moscow, Russia 125167
Telephone: (7095) 945-3080, Fax: (7095) 213-3976
Email: William_Burhans@Inteq-Mos

Field of Business

Oilfield Services and Equipment

Company Headquarters

Baker Hughes Inc.
3900 Essex Lane
Houston, TX 77027-5177
USA

Number of Employees in Russia

80

Number of Employees Worldwide

15,000

Desired Qualifications/Skills of Job Applicants

Language: English (mandatory)

Majors: Petroleum Engineering, Mechanical Engineering, other technical disciplines

Degree: Bachelor's (mandatory); Master's (desirable)

Practical and Formal Training Offered

Various classroom and on-site training in CIS, Western Europe, and the U.S.

Contact Person

Bill Burhans
General Director
Telephone: (7095) 945-3080
Fax: (7095) 213-3976
Email: William_Burhans@Inteq-Mosc

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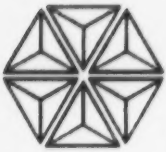

Bristol-Myers Squibb Products S.A.

Tryokhprudny per. 7/9, bldg. 5
Moscow, Russia 103001
Telephone: (7095) 755-9267
Fax: (7095) 755-9262

Field of Business
Healthcare

Company Headquarters
P.O. Box 4000
Princeton, New Jersey 08543-4000
USA
Telephone: (609) 252-4000

Number of Employees in Russia
262

Number of Employees Worldwide
49,000

Desired Qualifications/Skills of Job Applicants
Languages: English, Russian

Degree: BA, MBA

Practical and Formal Training Offered
Management development, finance for non-financials, sales and marketing, change management, productivity improvement

Contact Person
Julie Anokhina
Human Resources Director
Telephone: (7095) 755-9267
Fax: (7095) 234-3162
Email: janokhin@usccmail.uscc.bms.com

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Cargill

3/2 Pleteshovsky per.
Moscow, Russia 107005
Telephone: (7095) 926-5439
Fax: (7095) 244-3365

Fields of Business

Consumer Goods, Energy, Finance and Banking, Transportation, Commodity Origination, Processing and Trading

Company Headquarters

Minnetonka, Minnesota

Number of Employees in Russia

1,000 plus

Number of Employees Worldwide

80,000

Desired Qualifications/Skills of Job Applicants

Languages: English essential, Native Russian, fluency in one other language desirable

Majors: Accounting, Banking and Finance, International Business / Trading, Economics, Food Science, Manufacturing, Human Resources, Languages,Engineering

Degree: Bsc., BA, MBA

Other: ACCA qualifications, energy, enthusiasm, initiative, ability to think globally, business acumen

Practical and Formal Training Offered

In-house Cargill worldwide training, programs and placements, opportunities in Russia and abroad

Contact Person

Jeanette Kehoe
Human Resources Director
Telephone: (7095) 926-5439
Fax: (7095) 564-8039
Email: Jeanette_Kehoe@cargill.com

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CATERPILLAR Caterpillar Overseas S.A.

2/4 Krasnoproletarskaya Ul., bldg. 13
Moscow, Russia
Telephone: (7095) 755-6811
Fax: (7095) 785-5690

Fields of Business

Manufacturing and marketing of construction, mining, agricultural machinery

Company Headquarters

76 Rte. De Fronienex
1211 Geneva
Switzerland

Number of Employees in Russia

120

Number of Employees Worldwide

57,000

Desired Qualifications/Skills of Job Applicants

Languages: Russian, English

Majors: Engineering, Finance, Marketing

Degree: Bachelor's or higher

Practical and Formal Training Offered

Full spectrum of internal and external training programs

Contact person

Charles W. Eliason
Director, Human Resources
Telephone: (7095) 755-8165
Fax: (7095) 785-5691

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Citibank T/O

8-10 Gasheka Street
Moscow, Russia 125047
Telephone: (7095) 725-1000
Fax: (7095) 251-1495

Fields of Business:
Banking and Finance

Company Headquarters
CITICORP
399 Park Avenue
New York, NY 10043
USA
Telephone: (212) 559-1000

St. Petersburg Branch
CITIBANK T/O
5, Italianskaya St.
St. Petersburg, Russia

Number of Employees in Russia
163 (Moscow); 18 (St. Petersburg)

Desired Qualifications/Skills of Job Applicants
Languages: English, Russian

Majors: Economics, Banking, Finance, Accounting

Degree: BA, MA, MBA

Practical and Formal Training Offered
On-the-job training during probation period of three months and in Citibank training center.

Contact Person
Genia Nazargalina
Manager
Telephone: (7095) 725-1000
Fax: (7095) 251-1495

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CLIFFORD CHANCE

Ul. Sadovaya-Samotechnaya 24/27 2nd floor
Moscow, Russia 103051
Telephone: (7501) 258-5050, Fax: (7501) 258-5051

Fields of Business
Law, Tax

Company Headquarters
200 Aldersgate Street
London EC1A 4JJ UK

Number of Employees in Russia
130

Desired Qualifications/Skills of Job Applicants
Language: English, Russian

Majors: Law

Practical and Formal Training Offered
Training in Moscow, London or other European offices.
Additional training courses available if necessary.

Contact Person
John Holmes

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Credit Suisse First Boston A.O.

Nikitsky per. 5
Moscow, Russia 103009
Telephone: (7095) 967-8888
Fax: (7095) 967-8210

CREDIT SUISSE | FIRST BOSTON

Fields of Business:
Finance and Banking

Company Headquarters
Credit Suisse Group
1 Cabot Square
London, UK
Telephone: (44 171) 888-8888
Fax: (44 171) 888-1111

Number of Employees in Russia
330

Number of Employees Worldwide
10,000

Desired Qualifications/Skills of Job Applicants
Languages: English (essential), Russian (essential)

Majors: Finance

Degree: MBA

Others: High level of academic achievement

Practical and Formal Training Offered
Depending on individual and department

Contact Person
Nick Bacon
Vice President, Human Resources
Telephone: (7095) 967-8255
Fax: (7095) 967-8904

11 Novinsky Blvd, right entrance,
office 311
Moscow, Russia 121099
Tel.: (7095) 755-7750
Fax: (7095) 755-7751
Email: admin@directnet.ru

Field of Business

Telecommunications

Company Headquarters

4400 MacArthur Blvd., suite 410
Newport Beach, California 92660
Telephone: (714) 474-1001
Fax: (714) 474-1078

Number of Employees in Russia

50

Number of Employees Worldwide

100

Desired Qualifications/Skills of Job Applicants

Languages: Fluent English and Russian

Degree: Bachelor's, MBA

Other: Telecoms experience is preferable but not necessary

Practical and Formal Training Offered

We offer internal trainings as well as outside training depending on qualifications required for the position

Contact person

Irina Grishanova
Director General
Telephone: (7095) 755-7750
Fax: (7095) 755-7751
Email: anya@directnet.ru

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ERNST & YOUNG (CIS) LIMITED

20/12 Podsosensky per., Moscow, Russia 103062
Telephone: (7095) 705-9292, Fax: (7095) 929-9040
Email: korotov@eycis.com

Fields of Business:

Accounting, Audit, Legal Services, Valuation Services, Corporate Finance, Management Consulting, Tax Consulting

Company Headquarters

New York and London
CIS offices: Moscow, St. Petersburg, Kiev, Almaty, Tashkent, Baku

Number of Employees in CIS

550

Number of Employees Worldwide

78,000

Desired Qualifications/Skills of Job Applicants

Languages: Fluency in English and Russian

Majors: Accounting, Auditing, Business Administration, Taxation, Information Systems, Finance

Degree: MBA, MS, BBA, BA, BS

Practical and Formal Training Offered

A comprehensive professional development program including on-the-job training and formal training courses in technical, interpersonal and managerial skills, training leading to internationally recognized qualifications (CPA, ACCA, ASA, etc.). Courses held at the Ernst & Young state-of-the-art training center in Moscow and overseas.

Contact Person

Konstantin Korotov
Director of Professional Development
Email: korotov@eycis.com

Susanne Seefeldt
Manager, Human Resources
Telephone: (7095) 705-9292
Fax: (7095) 929-9040

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Groupe SEB CEJ

14 Staromonetny per., bldg. 2
Moscow, Russia 109180
Tel.: (7095) 967-3232 Fax: (7095) 967-3233
Email: seb@seb.co.ru, URL: www.sebgroup.ru

Field of Business:
Consumer Goods

Company Headquarters
Les 4 M. Chemin du Petit Bois
B.P. 172
69132 Ecully Cedex
France
Telephone: 33 04 72 181818
Fax: 33 04 72 181588

Number of Employees in Russia
180

Number of Employees Worldwide
15,000

Desired Qualifications/Skills of Job Applicants
Languages: Fluent English, good French is a plus

Majors: Marketing, Management, Finance, Accounting, Sales

Degree: BA, MBA

Practical and Formal Training Offered
Groupe SEB university in France

Contact Person
Anna Komkova
HR Coordinator
Telephone: (7095) 967-3232
Fax: (7095) 967-3249
Email: a.komkova@seb.co.ru

Hines International

Leninsky Prospekt 113/1
Moscow, Russia 117198
Telephone: (7095) 956-5050
Fax: (7095) 956-5920

Hines

Fields of Business

Construction, Real Estate, Marketing

Company Headquarters

One Galleria Tower
13355 Noel Road, Suite 250
Dallas, Texas 75240
Telephone: (972) 716-2900
Fax: (972) 984-1460

Number of Employees in Russia

240

Number of Employees Worldwide

2,500

Desired Qualifications/Skills of Job Applicants

Degree: BA, BS, BBA

Others: Interest in MBA

Practical and Formal Training Offered

Thorough and extensive training in real estate marketing, management and development

Contact Person

William L. Knopick
Vice President
Telephone: (7095) 956-5050
Fax: (7095) 956-5920

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Johnson & Johnson Health Care Inc.

43 Bolshaya Tulskaya St.
Moscow, Russia
Telephone: (7095) 755-8350
Fax: (7095) 755-8379

Field of Business
Healthcare

Company Headquarters
Johnson & Johnson
410 George St.
New Brunswick, NJ
USA
Telephone: (732) 524-0400

Number of Employees in Russia
300

Number of Employees Worldwide
89,000

Desired Qualifications/Skills of Job Applicants
Languages: English, Russian

Majors: Accounting, Finance, Business

Degree: MBA preferred

Practical and Formal Training Offered
On the job training

Contact Person
Tatiana Kalashnikova
HR Manager
Telephone: (7095) 755-8350
Fax: (7095) 755-8379

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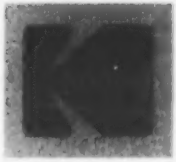
Kodak A/O

Ul. Mosfilmovskaya 1, bldg. 3
Moscow, Russia 119831
Telephone: (7095) 929-9166
Fax: (7095) 929-9170



Field of Business

Consumer Goods

Company Headquarters

Eastman Kodak Company
343 State Street
Rochester, New York 14650
USA

Number of Employees in Russia

300

Desired Qualifications/Skills of Job Applicants

Languages: Fluent English

Majors: Economics, Marketing, Finance, Advertising

Degree: MBA or similar

Practical and Formal Training Offered

On-site coaching and job needs training, not less than 80 hours

Contact Person

Natalia Kuchina
HR Supervisor
Telephone: (7095) 929-9166
Fax: (7095) 929-9162

MARY KAY®

24 D Smolnaya Ulitsa
Moscow, Russia 125145
Telephone: (7095) 705-9311, Fax: (7095) 705-9399

Field of Business
Cosmetics

Company Headquarters
16251 Dallas Parkway
Dallas, Texas 75248
USA
Telephone: (972) 687-6300
Fax: (972) 687-1613

Number of Employees in Russia
250

Desired Qualifications/Skills of Job Applicants
Languages: Fluent English

Majors: Marketing, Finance and Accounting, Business Administration

Degree: BA, MBA

Practical and Formal Training Offered
Internal and external training available

Contact Person
Svetlana Motenko
HR Manager
Telephone: (7095) 705-9311
Fax: (7095) 705-9399
Email: Smotenko@marykay.ru

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MFK Renaissance

Savvinskaya Nab. 15
Moscow, Russia
Telephone: (7095) 725-5403, Fax: (7095) 725-5400
Email: kbarinova@rencap.com; mzubova@rencap.com

Fields of Business
Finance, Banking

Company Headquarters
Moscow, Russia

Number of Employees in Russia
700

Desired Qualifications/Skills of Job Applicants
Languages: Fluent English, Native Russian

Majors: Banking and Finance, Investment Banking, Economics, International Law, Information Technology, GAAP Accounting, Sales and Trading

Degree: BA, MBA

Other: Excellent experience in banking and investment business; previous working experience in Western investment companies and major banks. High energy level. Positive attitude, willingness to work hard and take initiative. Belief in the future of Russia.

Practical and Formal Training Offered
Induction program for all new employees. Sales training (21 days), on-the-job training in different company departments and offices, participation in seminars and conferences locally and abroad, management skills training (on request); English and Russian lessons.

Contact Person
Maria Zubova
Recruitment Manager
Telephone: (7095) 725-5403; Fax: (7095) 725-5400
Email: mzubova@rencap.com

Yekaterina Barinova
H.R. Director
Telephone: (7095) 725-5258

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Price Waterhouse

13 Nikoloyamskaya Ul.
Moscow, Russia 109240
Telephone: (7095) 967-6000, Fax: (7095) 967-6001
Email: Olga_Novikova@europe.notes.pw.com

Fields of Business

Accounting, Tax and Management Consulting, Corporate Finance

Company Headquarters

London, New York

Number of Employees in Russia

1,200

Number of Employees Worldwide

55,000

Desired Qualifications/Skills of Job Applicants

Language: Fluent Russian and English

Majors: Accounting, Finance, Information Technology

Degree: BA or MBA

Practical and Formal Training Offered

In-house and external training relevant to discipline. Accounting qualifications: ACCA, CPA

Contact person

Olga Novikova
Recruitment Manager
Telephone: (7095) 967-6000
Fax: (7095) 967-6001
Email: Olga_Novikova@europe.notes.pw.com

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RJ Reynolds

22/13 Voznesensky per.
Moscow, Russia 103009
Telephone: (7095) 785-1300
Fax: (7095) 785-1380

Field of Business

Consumer Goods

Company Headquarters

RJ Reynolds Tobacco International S.A.
14 Chemin Rieu
CH-1211 Geneva 17
Switzerland
Telephone: 41 22 7030777
Fax: 41 22 7030788

Number of Employees in Russia

5,000

Number of Employees Worldwide

18,500

Desired Qualifications/Skills of Job Applicants

Languages: English, Russian

Majors: Marketing, Human Resources, Finance, Business, Technical

Degree: BS, MBA

Practical and Formal Training Offered

Functional training in all departments. Management and career development training in Russia and the West. Team training in motivational and psychological disciplines.

Contact Person

Irina Plotnikova
Recruitment Manager
Telephone: (7095) 785-1300
Fax: (7095) 785-1384
Email: Irina_Plotnikova@rjri.com

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2nd Baumanskaya Ul., 9/23, bldg. 18
Moscow, Russia 107005
Telephone: (7095) 265-7068, 7080
Fax: (7095) 261-7062, 956-4704
Email: danielle@rosinter.ru

Field of Business

Leading chain of restaurants and support services in Russia established in 1990 with 30 restaurants to date in four cities including quick service, casual and fine dining concepts. Continued aggressive expansion plans in Moscow and the regions.

Number of Employees in Russia

3,000

Desired Qualifications/Skills of Job Applicants

Languages: Russian, English

Majors: Hospitality Business, Sales and Marketing, Human Resources, Financial, Accounting

Degree: BA, MBA

Practical and Formal Training Offered

Internal and external training available

Contact Person

Danielle Saint-Louis
Director of Human Resources
Telephone: (7095) 265-7145
Fax: (7095) 956-4704
Email: danielle@rosinter.ru

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Severnoye Siyaniye / Unilever

Kosmodamianskaya Nab. 52, bldg. 3
Moscow, Russia 113054
Telephone: (7095) 961-2470
Fax: (7095) 961-2482

Field of Business:
Consumer Goods

Company Headquarters
Rotterdam, Weena 445
Netherlands
Telephone: 31 10 217-4000

Number of Employees in Russia
1,000

Number of Employees Worldwide
280,000

Desired Qualifications/Skills of Job Applicants
Languages: Fluent English, Native Russian

Majors: No preference

Degree: Master's or MBA

Practical and Formal Training Offered
As part of Unilever group, we have an integrated training approach covering both functional skills and management competencies

Contact Person
Larissa Zur
Personnel Services Coordinator
Telephone: (812) 325-1025
Fax: (812) 325-1029
Email: Larisa.Zur@Unilever.com

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Trium Enterprises Limited

Europa, Place de Moulins
Monaco 98000
Telephone: (377) 93 50 0839
Fax: (377) 93 50 08 39

Field of Business

Timber production and trade

Number of Employees in Russia

20

Number of Employees Worldwide

30

Desired Qualification/Skills of Applicants

Languages: Russian, English
Majors: Human Resources, Management, Finance
Degree: MBA
Other: Minimum five years experience

Practical and Formal Training Offered

Hands-on experience

Contact Person

Pierre Naamem
Director
Telephone: (377) 93 50 08 39
Fax: (377) 93 50 08 39
Email: 101725.272@compuserve.com

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United Technologies International

19/1 Petrovskovo-Razumovsky per., 5th floor
Moscow, Russia 103287
Telephone: (7095) 755-8388
Fax: (7095) 755-8387

Fields of Business:

United Technologies consists of the following companies: Pratt & Whitney, Sikorsky Helicopter, Hamilton Standard, United Technologies Automotive, Carrier Air Conditioning

Company Headquarters

Hartford, Connecticut, USA

Number of Employees in Russia

12,000

Number of Employees Worldwide

70,000

Desired Qualifications/Skills of Job Applicants

Languages: Fluent English and Russian

Majors: Aerospace and Mechanical Engineering, Finance

Degree: Bachelor's and Master's, particularly business and engineering

Practical and Formal Training Offered

Depends on position

Contact Person

Olga M. Shelkova
Director of Administration
Telephone: (7095) 755-8388
Fax: (7095) 755-8387

The American Chamber of Commerce in Russia

In its short time in existence, the American Chamber of Commerce in Russia has established itself as the leading organization representing Western business interests in the Russian Federation.

Now with more than 430 corporate members, the Chamber has gained a reputation as a source of information and support for both U.S. and Russian policy-makers who are responsible for creating the conditions of bilateral trade and investment between the two countries. Our primary, ongoing mission is to represent the interests of investors in the Russian Federation in a constructive and effective manner, and we have become a trusted channel of communication for voicing the concerns of member companies to the appropriate agencies in the Russian and American governments.

In addition to its work with governmental agencies, the Chamber acts as an educational and networking tool for its members by organizing numerous trade missions, conferences, briefings and guest speakers. Furthermore, through its 16 industry-specific committees, issue-specific working groups and regular events, the Chamber provides forums for members of the business community to come together to share information, experience, and solutions to common problems.

And finally, the Chamber's social events have created a sense of community among businesspeople in Moscow. These activities include annual events such as a Winter Holiday Party, July 4th Extravaganza, Thanksgiving Dinner, a Spring Awards Banquet and a Memorial Day cookout, as well as cocktail parties, jazz cruises and other events throughout the year.

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Institute of International Education

Background

The Institute of International Education is the oldest and largest educational exchange agency in the United States. Founded in 1919 by education and government leaders, IIE is chartered as a private, nonprofit, educational organization. Each year 10,000 men and women from 160 countries receive training through 240 programs that IIE administers for over 200 clients and sponsors.

IIE headquarters are in New York City and regional offices are located in Chicago, Denver, Houston, San Francisco, and Washington, DC.

The IIE/Moscow Office

The IIE Regional Office for the Newly Independent States is located in Moscow. With support from the United States Information Agency (USIA), the Moscow office serves as the Regional Educational Advising Consultancy for the NIS. IIE conducts training workshops for advisers as well as other specialized workshops and seminars. IIE also works under USIA funding on the Edmund S. Muskie Fellowship Program, planning events for program returnees.

IIE's Moscow Representative Office designs programs for in-country or overseas training, including site visits and internships. IIE has worked with Russian trainees and program participants in a wide variety of fields, from theatre management to print journalism. Further, IIE offers placement services to prospective interns and students of U.S. colleges and universities.

IIE also works as a subcontractor under the American Bar Association's USAID-funded Central and Eastern European Legal Initiative (CEELI), a program which trains judges and lawyers on subjects such as judicial reform, legislative drafting, and trial by jury.

For more information about IIE's programs or to discuss training opportunities, please call IIE at (095) 280-3062 or 280-3516.

Institute of International Education Offices

World Headquarters

Institute of International Education
809 United Nations Plaza
New York, NY 10017-3580
Telephone: (212) 883-8200
Fax: (212) 984-5452
http://www.iie.org

US Offices

IIE/Washington, DC
1400 K Street, NW
Suite 650
Washington, DC 20005
Telephone: (202) 898-0600
Fax: (202) 326-7754

IIE/Rocky Mountain Regional Office
Kyle Reno, Director
700 Broadway, Suite 112
Denver, CO 80203
Telephone: (303) 837-0788
Fax: (202) 837-1409

IIE/Southern Regional Office
James Falk, Director
515 Post Oak Blvd., Suite 150
Houston, TX 77027-9407
Telephone: (713) 621-6300
Fax: (713) 621-7958

IIE/West Coast Regional Office
Carl Zachrisson, Jr., Director
41 Sutter Street, Suite 510
San Francisco, CA 94104
Telephone: (415) 362-6520
Fax: (415) 392-4667

IIE/Midwest
Robert Houston, Director
401 North Wabash Avenue, Suite 722
Chicago, IL 60611
Telephone: (312) 644-1400
Fax: (312) 644-3759

Overseas Offices

IIE/Latin America
Alan Adelman, Director
Educational Counseling Center
Londres 16, 2nd Floor
Col. Juarez
06600 Mexico, DF
Telephone: (525) 703-0167
Fax: (525) 535-5597
E-Mail: iie@profmexis.sar.net

IIE/China and Hong Kong
Marsha Lee, Director
c/o Hong Kong-America Center
G/F, University Library, South Entr.
Chinese University of Hong Kong
Shatin, New Territories

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Hong Kong
Telephone: (852) 2603-5771
Fax: (852) 2603-5765
E-mail: iiehk@cuhk.hk

IIE/East Central Europe
Mark Lazar, Director
Vigyazo F.u.4 II/2
Budapest, Hungary 1051
Telephone: (36-1) 332-9093
Fax: (36-1) 269-5436
E-mail: mlazar@slip.iie.hu

IIE/Russia and Eurasia
Lisa C. Hayden, Director
Prospekt mira, d. 36, kom. 46
Moscow, Russia 129010
Telephone: (7-095) 280-30-62
Fax: (7-095) 280-35-16
E-mail: iiemos@glas.apc.org
http://www.iie.ru

IIE/Southwest Asia
Chalintorn Burian
Citibank Tower
82 North Sathorn Road, 9th Floor
Bangrak, Bangkok
10500 Thailand
Telephone: (66-2) 639-2700/2705
Fax: (66-2) 639-2706
E-mail: iiethai@ksc.th.com

IIE/Vietnam
Kristy Kelly, Director
Educational Advising Office
USIS/US Embassy Hanoi
PSC 461, Box 400
FPO AP 96521-0002
Telephone: (844) 943-0711
Fax: (844) 943-0710
E-mail: iiehn@netnam.org.vn

International Education Foundation/Indonesia
Kay Ikrangara, Director
Menara Imperium, 28th Floor – Suite B
Metropolitan Kuningan
Superblok Kav 1
J1 Rasuna Said
Jakarta 12980, Indonesia
Telephone: (62-21) 831-7304/7305
Fax: (62-21) 831-7306
E-mail: ief@indo.net.id

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Facts About Education in the US

- During the 1995/96 academic year, over 453,000 foreign students were enrolled in US universities or colleges. Foreign students make up 3.1% of total U.S. higher education enrollment. Boston University hosts the highest number of foreign students: 4,532 of 29,025.

- During 1995/96, most European students in the United States originate from Germany (9,017), the United Kingdom (7,799), France (5,710), and Russia (5,589).

- Enrollment growth from Eastern Europe, especially Russia, has been very high. During 1994/95, 4,832 Russian students were enrolled in the US; that number increased to 5,589 in 1995/96, for an increase of 15.7%. Many other former republics of the Soviet Union also saw increases during the same time period: Ukraine increased 53.4% (from 792 to 1,215), Belarus increased 58% (from 88 to 139), Armenia increased 18.3% (from 194 to 123), Lithuania increased 30.6% (from 193 to 252), Georgia increased 37.3% (from 142 to 195), Azerbaijan increased 27.5% (from 80 to 102) and Moldova increased 31.5% (from 54 to 71). Only Estonia saw a decrease: 25.7% less Estonian students (from 226 to 168) enrolled during the same period.

- Of Russian students studying in the US during 1995/95, 42.0% were undergraduates, 48.8% were graduates, and 8.3% were enrolled in other programs.

- 1,290 American students studied in Russia during the 1994/95 academic year. That is a 14.7 percent decrease over 1993/94 when 1,512 US students studied in Russia.

Source: "Open Doors 1995/96: Report on International Educational Exchange," 1996. Todd M. David, ed. New York: Institute of International Education

Returning to Russia - 1998

This unique book offers readers a variety of perspectives on how to conduct a job search. Returning to Russia assists graduating students on everything from writing resumes to identifying potential employers to re-adjusting to life in their home country. The book contains articles and company profiles from many multinational companies seeking to hire professional, Western-trained employees, and is useful for both graduate and undergraduate students.

The American Chambers of Commerce and Institute of International Education offices publish the "Returning to ..." series annually in Hong Kong, Indonesia, Mexico and Russia.

Company Profiles and Advertisers

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